MODULE 1

The Supervisor as Human Resources Manager

Purpose & Scope

To prepare supervisors for their Legal and Regulatory Responsibilities

In this course we will :

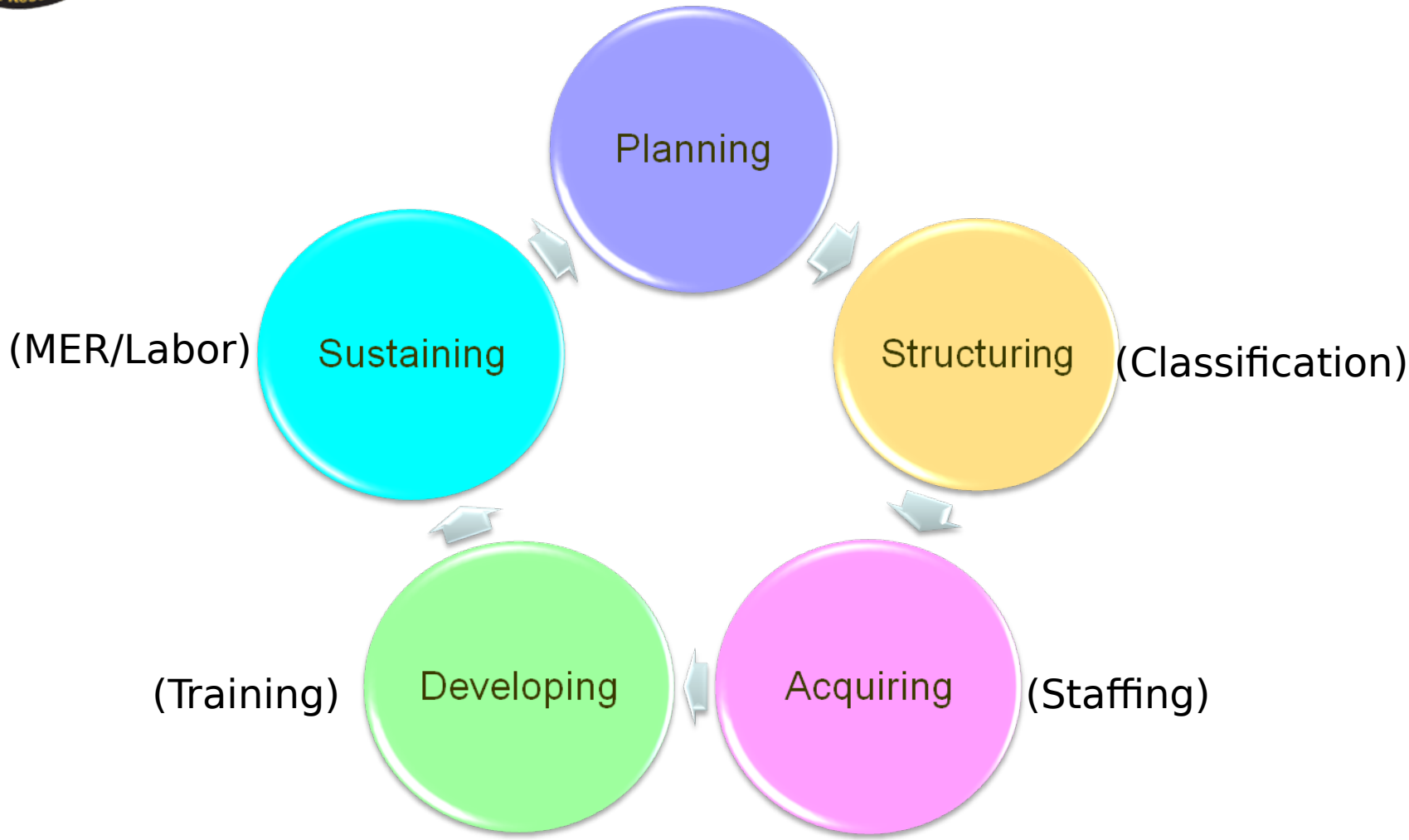
- Discuss multiple personnel pay systems
- Use the term “legacy” to refer to non-NSPS pay systems
- Discuss concepts covering all pay systems unless otherwise noted
- Lead you through the maize of civilian human resource management

Learning Objectives

After completion of this lesson, participants will be able to:

1. Identify Civilian Human Resource Management (CHRM) Life Cycle functions
2. Explain each supervisor's responsibility and accountability for compliance with the Merit Systems Principles and Prohibited Personnel Practices
3. Identify overall responsibilities and functions of Civilian Personnel Advisory Centers and CHR Regional Processing Centers
4. Access web-based sources of HR information and automated HR tools

Civilian Human Resources Management Life Cycle



Planning the Work

- Planning - first phase of the Civilian Human Resources Management Life Cycle
- President's Management Agenda - develop a plan to address the strategic management of human capital
- Almost any event that happens in your organization impacts your HR management responsibilities

What kind of events have an impact on managing your human resources?

Merit System

- Pendleton Act of 1883 - Established a federal employment system based on concept of "merit"
- Civil Service Reform Act of 1978 codified these concepts in:
  - ✓ Title 5, Section 2301 – Merit System Principles
  - ✓ Title 5, Section 2302 – Prohibited Personnel Practices
- Basis of entire Federal HR Management System
- Reflect Core Values of Federal HR Management

Merit System Principles

1. Recruit from all segments of society
2. Fair and equitable treatment for all employees – don't discriminate
3. Equal pay for work of equal value.
4. Maintain high standards of integrity, conduct and concern for public interest
5. Use federal work force effectively and efficiently
6. Performance:
   - Retain based on performance
   - Correct inadequate performance
   - Separate those who do not meet performance standards.

Merit System Principles (cont)

7. Provide education and training to improve performance
8. Political influence:
   - Don’t condone or engage in arbitrary actions, favoritism or coercion for partisan political purposes and
   - Prohibit employees from using authority or influence to affect an election result or nomination
9. Do not engage in reprisals for:
   - Lawful disclosure of information regarding violation of a law, rule or regulation
   - Mismanagement
   - Gross waste of funds
   - Abuse of authority or specific danger to public health or safety

Prohibited Personnel Practices

1. Don’t discriminate
2. Don’t solicit or consider employment recommendations ***not*** based on job related abilities or characteristics
3. Don’t coerce the political activity of any person
4. Don’t deceive or obstruct an individual’s right to apply for federal employment
5. Don’t influence any person to withdraw from competition
6. Don’t grant any preference or advantage which is not authorized by law

Prohibited Personnel Practices, (cont)

7. Don't engage in nepotism
8. Don't retaliate against a Whistleblower
9. Don't retaliate against employees who exercise appeal rights, testify, or cooperation with IG, or refuse to break the law
10. Don't discriminate on the basis of non-performance related conduct
11. Don't take any action which knowingly violates veterans preference
12. Don't take any action which violates any merit system principle

No FEAR Act

Federal Employee Antidiscrimination & Retaliation (FEAR)

Act of 2002

- Extension of existing discrimination and reprisal laws
- Requires Federal agencies to be accountable for violations of antidiscrimination and whistleblower laws
  - ✓ Charge-back to agencies who violate laws
  - ✓ Agencies can discipline employees who engage in discriminatory or retaliatory conduct

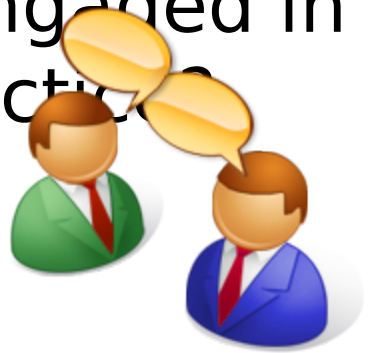
Summary – Merit Principles & Prohibited Practices

- Be aware of your responsibilities in complying with Merit System Principles and avoiding Prohibited Personnel Practices
- Think before you act
- Consult HR and other advisors (EEO, Legal)
- Supervisors are held to a higher standard
- Be aware of perceptions—even when an action is "strictly legal"

Merit Principles & Prohibited Personnel Practices

Discussion:

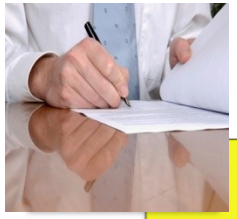
1. Have you experienced or heard of a person who may have violated a merit principle?
2. Have you experienced or heard of a person who may have engaged in a prohibited personnel practice?



HR Regulatory Base

- Law/Executive Order (Title 5, U.S. Code)
  - ✓ National Defense Authorization Act for 2008 modified provisions of NSPS and reinforced Title 5 principles that still apply
- Labor Agreement, if any
- Code of Federal Regulations (5 CFR)
- DoD Regulations and Policies, e.g., NSPS Implementing Issuances
- Army Regulations and Policies, e.g., ARs and NSPS implementing procedures
- Army Command & Sub-Command Regional and local regulations and policies

HR Philosophy



Management

- Completes Human Capital Planning
- Makes HR decisions
- Determines delegations

Human Resources

- Provides technical HR Advice
- Provides tools
- Processes actions

Army's Civilian HR Mission: Provide the Army responsive policies and services to recruit, develop and sustain an effective civilian work force

Civilian Human Resources Agency (CHRA) Mission

Operational Effectiveness

- 7 Regions
- 7 Processing Centers
- Approximately 100 CPACs

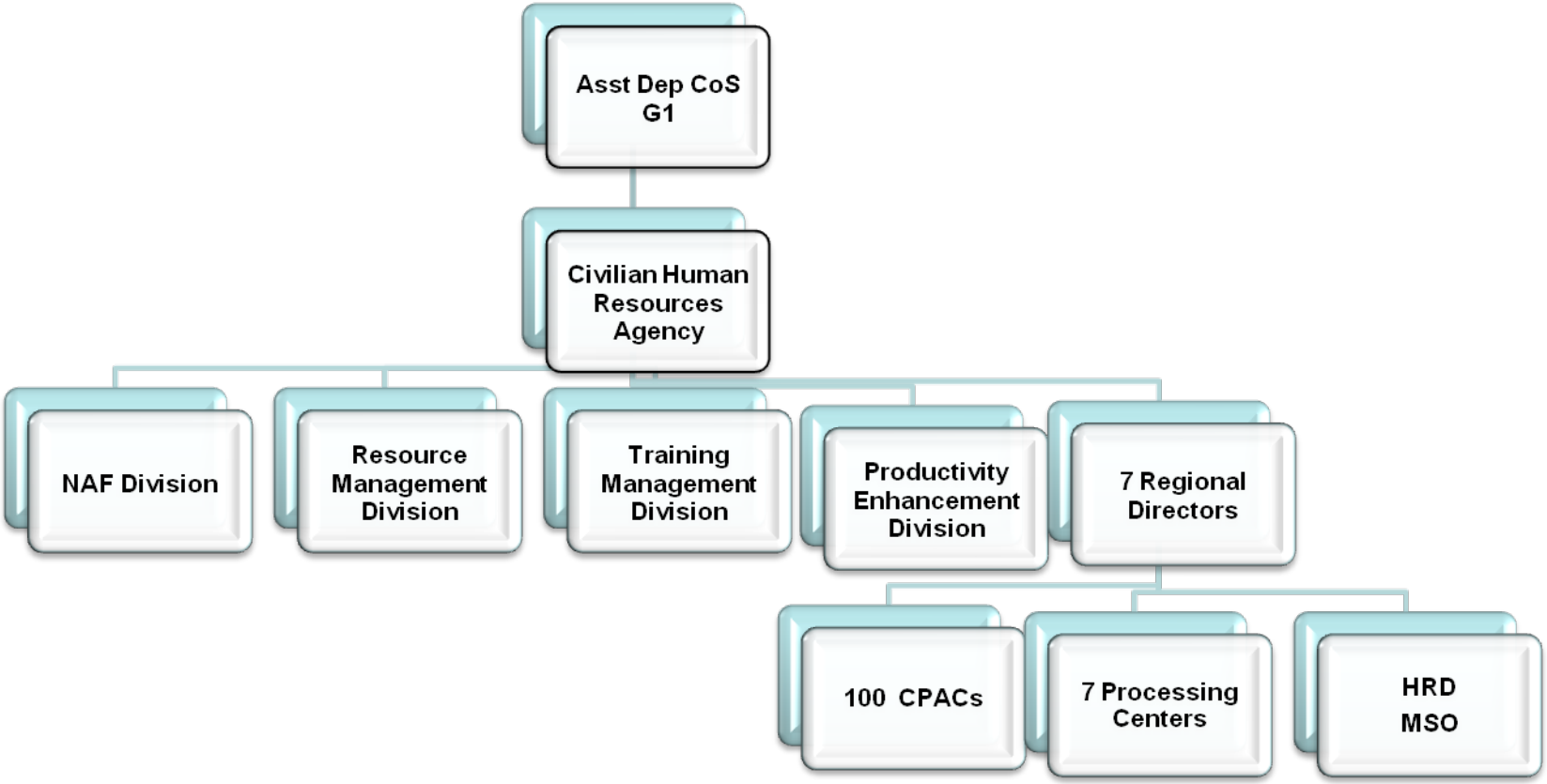
Manage HR Functions

- Practices & Service Delivery
- Standards & Measurements
- Training
- Workforce Utilization
- Customer Care

Manage Automation

- DCPDS
- Software Enhancements

Structure of Civilian HR



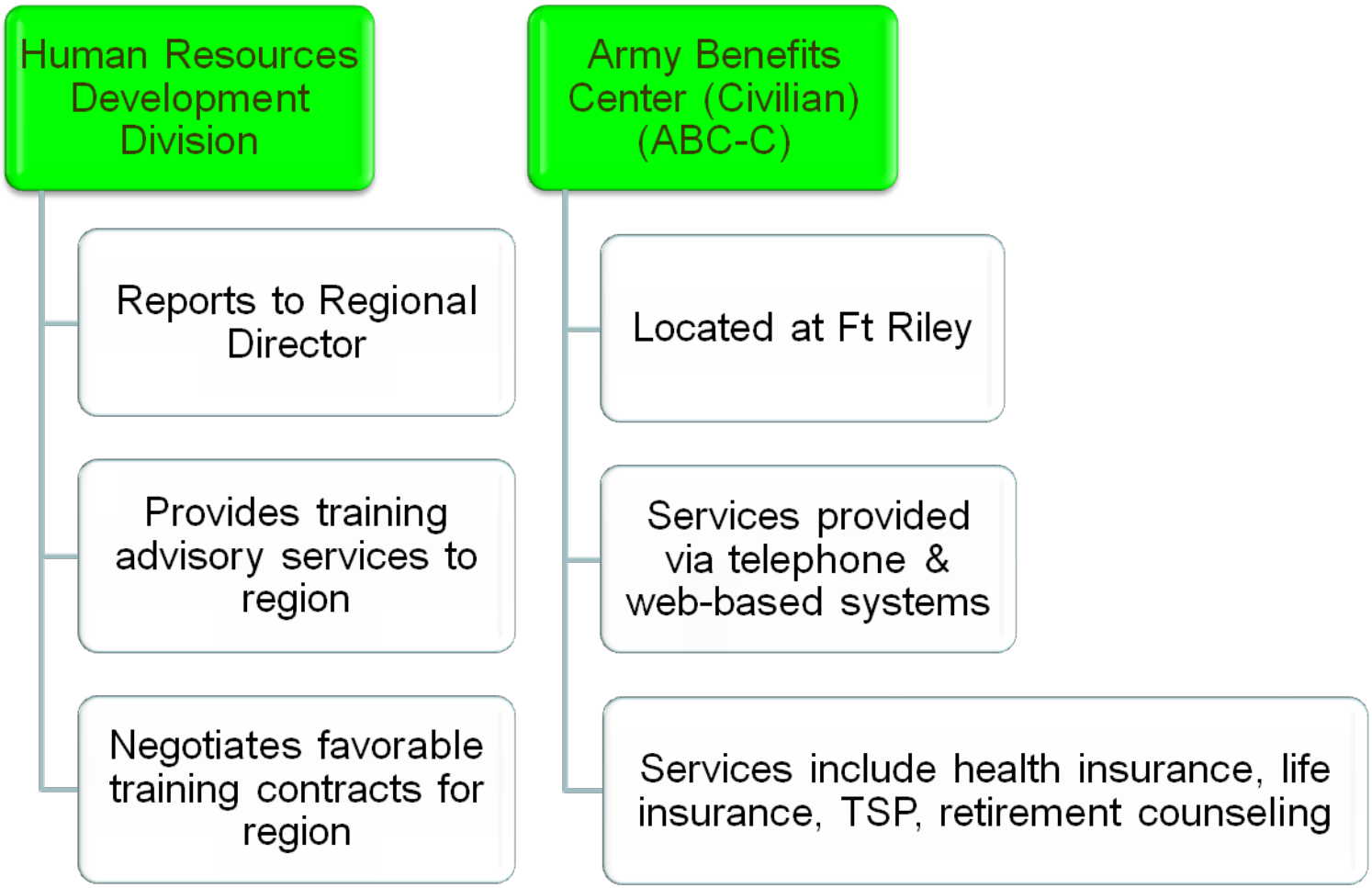
Civilian Personnel Advisory Center (CPAC)

- Co-located with installation
- Some virtual staff
- Reports to Regional Director
- Performs classification & staffing functions
- CPAC Chief rated by Commander
- Performs classification & staffing functions
- Provides Advisory Services
  - Staffing strategies & plans; compensation; VERA/VSIP; deployments
  - Performance management
  - Conduct & discipline
  - Labor relations
  - Workers Compensation
  - BRAC HR issues

Regional Processing Center

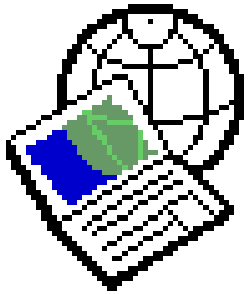
- Co-located with Regional Director's Office
- Finalizes personnel actions
- Works closely with CPAC
- Maintains automated HR tools & systems

Other HR Services


Human Resources Development Division
Reports to Regional Director
Provides training advisory services to region
Negotiates favorable training contracts for region
Army Benefits Center (Civilian) (ABC-C)
Located at Ft Riley
Services provided via telephone & web-based systems
Services include health insurance, life insurance, TSP, retirement counseling

Additional Resources

- Your servicing Civilian Personnel Advisory Center
- Army website:
  http://cpol.army.mil/library/general/
  - Contains latest Army information



- CHRA website:
  http://www.chra.army.mil
  - Contains HR related materials

Supervisor & HR Partnership

WHO YA GONNA CALL?

No, not ghost busters

.....YOUR CPAC